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EXECUTIVE OFFICE OF THE PRESIDENT
BUREAU OF THE BUDGET
WASHINGTON 25, D.C.

NRO REVIEW COMPLETED

April 11, 1968

Honorable Richard Helms
Director of Central Intelligence
Central Intelligence Agency
Washington, D. C.

Dear Dick:

In the past year the CIA has laid the groundwork for meeting the President's objective of improving the programming process. This year, I am confident that we can jointly improve the PPB process as it applies to CIA and the intelligence community.

The major ingredients of a successful PPB system are the careful formulation and review of the draft Program Memoranda. Charlie Schultze's October 27, 1967, letter stressed the need to improve the Program Memoranda by indicating what alternatives were considered with respect to major issues, and why a specific alternative was chosen. This approach is particularly important since the Bureau of the Budget analysis of the draft Program Memoranda will play a vital part in the development of the FY 1970 budget. It is also important that the draft Program Memoranda and other PPB submissions be punctual so that there will be adequate time for review and joint discussions between our staffs.

Our staffs have discussed potential issues which should be addressed in each of the Program Memoranda this fall. A list of these issues is attached at Tab A, together with an expanded definition of the three issues which we consider to be particularly significant.

Attached at Tab B is a list of special studies which are agreed between our staffs and already underway. These studies should provide useful analysis in support of the FY 1970 budget.

In addition to the special studies to be completed this year, our staffs have discussed the need to develop better techniques for evaluating the effectiveness of:

- counter-insurgency and paramilitary programs, and
- overt and clandestine human intelligence collection programs.

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Both program areas are large, complex and of vital importance. These matters have already been discussed informally and I believe an effort to improve our evaluation techniques in these areas would materially benefit both your internal management and our review. Because of the difficulty of developing effective evaluation systems for such complex, costly and sensitive programs, we are hopeful that agreed terms of reference for such development can be reached soon so as to have workable evaluation programs available for use in next spring's formulation and review of the FY 1971 Program Memoranda.

Finally, we have three significant community-wide studies underway on which our staffs are cooperating:

I want to express my continued interest in and support for these important efforts and to assure you of the continued cooperation and support of the Bureau staff.

Sincerely,

(S) Charlie

Charles J. Zwick
Director

Enclosures

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